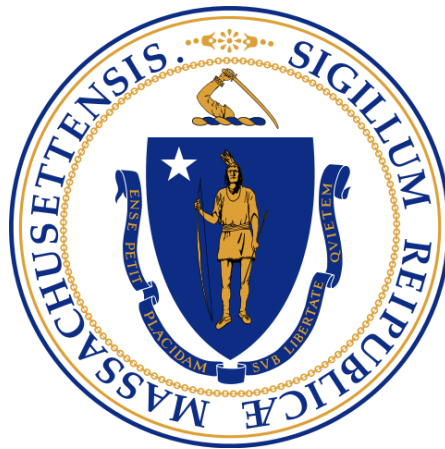# Human Resources Division

The Executive Office for Administration and Finance
Commonwealth of Massachusetts

Performance Report
Fiscal Year 2014

Paul Dietl
Chief Human Resources Officer

Introductory Letter from the Human Resource Officer

The Human Resources Division (HRD) is an agency within the Executive Office for Administration and Finance. HRD provides legal advice, civil service guidance, training, policy guidance, and technical assistance to state agencies and municipalities. HRD provides support in all matters relating to the Commonwealth's classification, compensation, benefits, recruitment, training & employee development, civil rights and collective bargaining programs.

HRD is made up of the following units:

- Civil Service
- Finance & Administration
- Legal
- Office of Employee Relations
- Office of Diversity and Equal Opportunity
- Organizational Development Group
- Talent Management
- Workers' Compensation

MISSION

We are leaders in creating and driving HR strategies. We deliver customer-focused tools and solutions to help the Administration, Agencies and Municipalities attract, retain and develop a diverse, engaged, high performing workforce.

VISION

HRD provides strategic leadership to unleash the collective talent and innovation of public employees to best serve the citizens of the Commonwealth.

Please send feedback regarding this report to: masshresc@massmail.state.ma.us

Successfully launched the first Statewide Veterans Career Fair
The Office of Diversity and Equal Opportunity (ODEO) successfully launched the first Statewide Veterans Career Fair held on January 28, 2014. Nearly 300 veterans attended the event. Thirty-two Executive Department agencies were present, promoting employment opportunities in the Commonwealth.

Expanded Shared Services support to incorporate two additional transactional services
The MassHR Employee Service Center (ESC) expanded services including position management and Achievement and Competency Enhancement System (ACES), freeing up HRD-Organizational Development Group staff to focus on more strategic priorities.

Successfully negotiated successor collective bargaining agreements with four unions covering seven difference bargaining units
The Office of Employee Relations (OER) successfully negotiated successor collective bargaining agreements with four unions covering seven different bargaining units. Contracts were reached with SEIU Local 509, bargaining units 8 & 10. The National Association of Government Employees (NAGE), bargaining units 1, 3 & 6, AFSCME, bargaining unit 2, MOSES, bargaining unit 9. The successor collective bargaining agreements with the four unions cover a total of over 30,000 state employees.

Increased participation by employees in professional development courses by 25% from FY13 to FY14:
The HRD Learning and Leadership Development team achieved this significant increase by adding more than 40 course offerings in locations across the state using a combination of HRD staff and vendors and the implementation of a marketing strategy that was aligned with course objectives. Participation in eLearning courses increased 51.1% over the same period in FY13. Enrollment in the 2013-2014 Commonwealth Management Certificate Program increased by 20%.

Successfully implemented the first Statewide Workforce Planning Initiative
In 2014, the Commonwealth engaged in a workforce planning effort across the Executive Departments under the direction of the Secretary for Administration and Finance. The outcome was the submission of agency-specific workforce plans in October focusing on a job, role or function which is facing an acute workforce challenge. Shared knowledge regarding innovative remedies currently in place across the Commonwealth are being identified through the workforce planning process, so that they may be leveraged for use by other agencies as appropriate.

Conducted the second employee engagement survey of Executive Branch employees:
The Human Resources Division launched the second Employee Engagement Survey in September 2014. The survey was open to 45,000 Executive Department including MassDOT and the Office of the Comptroller. More than 13,300 surveys were completed; resulting in a response rate of nearly 30% (industry standard is 12-20%). The input provided on the survey will enable HRD to analyze our current work environment, compare the 2014 survey results with those from the 2012 survey, and make adjustments and improvements. HRD will host employee focus groups to better understand employee perspectives on the survey results. The findings from the survey, in conjunction with input received from the focus groups will be used to inform the development of training programs and other solutions to facilitate an engaged and high performing workforce.

Performance Dashboard

Increase Participation in Professional Development Opportunities

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of participants in instructor-led professional development programs offered by HRD	NA	902	2,039	Improving	Tracking Only	NA	Data compares FY13 and FY14. The previous period was less than one year as the new programs were rolled out between October 2012 and June 2013.
Number of participants who take eLearning professional development programs offered by HRD	NA	976	1,168	Improving	Tracking Only	NA	Data compares FY13 and FY14. The prior period was less than one year as the new programs were rolled out between December 2012 and June 2013.
Percentage of employees participating in professional development programs offered by HRD	NA	3%	7%	Improving	5%	🟢	Data compares FY13 and FY14. The increased attendance resulted from the ability to use vendors to offer courses between February and June 2014. The Governor's Budget for FY15 includes funding that will enable HRD to reach 15% of the workforce with training.
Number of managers who apply for the Commonwealth Management Certificate Program (CMCP)	92	108	110	Improving	110	🟢	Data compares FY12, FY13 and FY14. As the result of a marketing campaign targeting past participants to encourage others in their agencies to attend, as well as meeting with Diversity Officers to get their assistance in recruiting managers, the number of applicants increased.
Percentage of managers who have completed the Commonwealth Management Certificate Program (CMCP)	5.9%	7.3%	10.0%	Improving	10%	🟢	Data compares FY12, FY13 and FY14.
Number of supervisors who apply for the Commonwealth Supervisor Certificate Program (CSCP)	152	155	142	Worsening	160	🔴	Data compares FY12, FY13 and FY14. Marketing will be done for the FY15 class to raise the number of applicants.

STATUS LEGEND	🟢	=> Target	🔺	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable

Increase Participation in Professional Development Opportunities (cont.)

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage of managers who participate in at least one professional development program (either instructor-led or eLearning) that supports an effective performance planning and evaluation process	NA	12%	14%	Improving	25%	🔴	Data compares FY13 and FY14. In addition to instructor led and eLearning courses, all Managers received the virtual eLearning series on Coaching and Performance but there is no way to know how many read the series.
Average percent compliance with administrative mandatory training requirements, excluding diversity	64%	71%	71%	Improving	90%	🔺	Data compares FY12, FY13 and FY14. Diversity training compliance is captured in the Diversity section of this dashboard. NOTE: Not all agencies have submitted their results
Course satisfaction ratings	NA	4.3	4.4	On Target	4.0	🟢	Data compares FY13 and FY14.

STATUS LEGEND	🟢	=> Target	🔺	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable

Enhance Recruitment and Retention

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of people who participate (based on number of citation winners) in Performance Recognition Program	259	278	312	Improving	272	🟢	Data compares FY12, FY13 and FY14. The number of citations increased 12.2% over numbers for the prior period.
Number of salary collision instances per fiscal year	511	600	541	Worsening	<500	🔴	Data compares July 2012, July 2013 and July 2014 – 10% drop (does not reflect 7/14 – 1.5% merit increase).
Percentage of executive branch union employees covered by a current collective bargaining agreement within approved parameters	100%	100%	100%	Stable	100%	🟢	Data compares FY13Q3, FY13Q4 and FY14Q1. The following Unions are now covered by a collective bargaining agreement within approved parameters: NAGE, MOSES, AFSCME, NEPBA, MCOFU, MNA, PFFM, SPAM and COPS.
Percentage of designated HR community that has completed workforce planning training	NA	NA	36%	-	25%	🔺	Period will be based on Fiscal Year, with a point in time count June 30 of each Fiscal Year. This program was offered for the first time in February 2014 with 9 people attending a Pilot. First offering was in May 2014. Secretariat HR Directors identified 85 HR staff that should participate in the training. For FY14 31 people attended.
The percentage of new employees still working in Executive Branch agencies three years after their hiring date	67.5%	67.5%	67.5%	Tracking Only	N/A	NA	Data compares FY12, FY13 and FY14.
Percentage of managers who have complied with performance planning and evaluation (Achievement and Competency Enhancement System ACES) requirements	42%	100%	100%	Improving	100%	🟢	ACES Cycle 2012, 2013 and 2014. Data is based on progress review phase compliance. Implementation of merit pay tied to compliance with progress review and final ratings dramatically increased compliance. Note the 100% compliance reflects waivers for 0.3% of managers unable to complete the performance planning and evaluation process due to approved extended leaves.

STATUS LEGEND	🟢	=> Target	🔺	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable

Create Efficiencies Through Reduced HR Transaction Costs and Transaction Completion Times

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Average Civil Service Unit Response Times (in days) for referrals/certifications	10	10	5	Improving	3	⚠️	Data compares FY12, FY13 and FY14. 96% (up from 92%) of all civil service Appointing Authorities register on-line via MaCS (Massachusetts automated Civil Service) which allows public safety personnel to quickly begin the hiring process and HRD to efficiently manage the process online.
Average Civil Service Unit Response Times (in days) for applicant inquiries	5	3	2	Improving	2	🟢	Data compares FY12, FY13 and FY14. Since the implementation of MaCS in FY13, response time has been reduced from approximately 5 business days in FY12 to 3 in FY13 and down to 2 in FY14, as a result of improved communications, web updates and social media.

Enhance Workplace Diversity

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percentage of Vietnam Era Veterans in Executive Branch workforce	1.2%	1.0%	1.0%	Worsening	3.5%	🔴	Data compares FY12, FY13 and FY14. This category will continue to worsen as Vietnam Era Veterans are aging out of the workforce. However, effective 7/1/2014 in accordance with the recent ruling by the Office of Federal Contract and Compliance Programs (OFCCP), our benchmark will change to 8.0% and will include all veterans.
Number of complaints received under resolution process under EO526; specifically, the number of disability complaints	88	60	80	NA	NA	NA	Data compares FY12, FY13 and FY14. An overall 33.3% increase in total complaints, and an 11.1% decrease in disability complaints attributed to increased awareness of employees and managers. While the goal is for this number to decrease, with better communication employees may feel safer to submit complaints, in which case, the number of complaints may increase.
Percent of employees in compliance with diversity eLearning training	32.0%	48.0%	52.7%	Improving	90%	🔴	Data compares FY12, FY13 and FY14. We experienced an 8.9% increase in number of employees completing the E-Learning. We will continue to work through the HR Advisory Council to achieve the target.

Enhance Workplace Diversity (cont.)

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Percent of managers in compliance with diversity instructor-led training	33.0%	62.2%	63.3%	Improving	90%	🔴	Data compares FY12, FY13 and FY14. We experienced a 1.7% increase in managers completing the ½ day in person training. We continue to make incremental progress on this measure.
Percentage of women in Executive Branch workforce	50.9%	51.1%	51.4%	Improving	48%	🟢	Data compares FY12, FY13 and FY14.
Percentage of Minorities in Executive Branch workforce (minority is being used here to refer one or more of the following groups of individuals: African Americans, Asians, Hispanics, Native Americans/Alaskan Natives, and Native Hawaiians/Pacific Islanders)	24.6%	25.2%	26.1%	Improving	10.4%	🟢	Data compares FY12, FY13 and FY14.
Percentage of persons with disabilities in Executive Branch workforce	2.8%	3.0%	3.0%	Stable	12%	🔴	Data compares FY12, FY13 and FY14. Data captured requires self-identification for employees, which is voluntary. The Commonwealth has set an aggressive benchmark target (12.0%) for persons with disabilities with the understanding that it will take time to achieve the benchmark.

STATUS LEGEND	🟢	=> Target	🔺	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable

Improve Customer Service to Executive Branch Agencies Through Collaboration and Innovation

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of workers' compensation related injuries across all agencies	5,984	5,879	5,936	Stable	Tracking Only	NA	Data compares FY12, FY13 and FY14. A small net increase (<1%) in the number of lost time claims reported by EOHHS and EOPS agencies.
Number of workers' compensation lost time claims for all agencies	1,461	1,440	1,454	Stable	Tracking Only	NA	Data compares FY12, FY13 and FY14. A small net increase (<1%) in the number of lost time claims reported by EOHHS and EOPS agencies.
Total indemnity and medical payments made on behalf of workers' compensation claimants	$43,500,000	$42,800,000	$42,600,000	Stable	Tracking Only	NA	Data compares FY12, FY13 and FY14. Overall comp and medical costs are essentially flat for claims payments made to injured workers and medical care providers.
Number of labor arbitration cases	117	199	124	Stable	120	🟢	Data compares FY12, FY13 and FY14. The target is scheduling 120 labor arbitration cases per year; however, the number of cases scheduled may fluctuate based on the number of other types of litigation that is filed. Dependencies at MCAD, Civil Service, and DLR impact our control when hearings are scheduled.
Average call wait times (in seconds) by customers calling the Employee Service Center (ESC)	28	28	19	Stable	< 2 minutes 90% of the time	🟢	Data compares FY13Q3, FY14Q1 and FY14Q2.
Average percent of password reset and e-mail updates that are processed by the ESC within 1 day	99.9%	99.9%	99.8%	Stable	98%	🟢	Data compares FY13Q3, FY14Q1 and FY14Q2.
Average percent of requests that are not password reset and email update requests that are processed by the ESC within 1 day	95.9%	95.9%	95.1%	Stable	75%	🟢	Data compares FY13Q3, FY14Q1 and FY14Q2.
Percentage of Employee Service Center (ESC) customers rated experience as good to excellent	96.5%	96.5%	95.1%	Stable	80%	🔴	Data compares FY13Q3, FY14Q1 and FY14Q2.

STATUS LEGEND	🟢 => Target	🔺 => 75% to <99%	🔴 < 75% of Target	NA Not Applicable

Improve Customer Service to Executive Branch Agencies Through Collaboration and Innovation

Measures	Prior Period	Previous Period	Current Period	Trend	Target	Status	Comments
Number of visits to the HRD website	47,000	70,000	526,577	Improving	NA	NA	Data compares FY14Q2, FY14Q3 and FY14Q4.
Number of unique visitors to the HRD website	54,000	65,000	85,413	Improving	NA	NA	Data compares FY14Q2, FY14Q3 and FY14Q4.
Percentage of feedback reporting a positive experience using website	NA	NA	NA	NA	NA	NA	HRD is looking for a viable tool to solicit feedback from visitors.

STATUS LEGEND	🟢	=> Target	🔺	=> 75% to <99%	🔴	< 75% of Target	NA	Not Applicable

Over the course of the coming year, the Human Resources Division will focus on the implementation of multiple technology initiatives to achieve our strategic goals. HRD has six technology projects currently underway:

Hiring Process Reform (Hire Now! Project)

The Hire Now! Project is aimed at transforming and automating the hiring process. Executive Departments have cited the hiring process as a significant pain point. Lack of automation and an inefficient business process has led to lost candidates, increased overtime costs and over-burdening of existing staff. The goal of the Hire Now! Project is to implement a new business process predicated on best practices and to automate the hiring process from posting to offer. To mitigate risk, the Hire Now! project has been organized into two phases. Phase I includes the implementation of a new business process built into a recruiting application for the Department of Revenue (DOR), the Human Resources Division (HRD) and the Department of Public Health's Central Office (DPH). Go live is targeted in November 17, 2014. We will use performance data and lessons learned analysis from the Phases I implementation to inform the Phase II enterprise-wide roll out of the Hire Now! project, anticipated in Q3-FY15.

Document Management

The expansion of Shared Services is heavily dependent upon the availability of an Enterprise Content Management (ECM) system. HRD is currently working with ITD as one of three pilot agencies to stand up an ECM system by December 1, 2014. Our initial deployment will include processing tuition remission applications, with a second deployment in June 2015 to include processing Extended Illness Leave Bank (EILB) enrollments.

Onboarding

As part of Phase II of the Hire Now! project, we will complete the rollout of Taleo Recruiting and introduce the Taleo Onboarding application. This application allows organizations to automate onboarding forms (such as tax forms, insurance enrollment, etc.) and the collection of required documents for new hires (such as I-9 verification) within the application itself. Coupled with the HR/CMS upgrade to version 9.2, the information gathered in the Onboarding application will be integrated with our HR system, eliminating duplication of data entry and allowing for an enhanced new employee experience.

LEARN Learning Management System (LMS)

The Commonwealth's current learning management system is antiquated and no longer meets our business needs. We will be replacing this system with Taleo Learn. This will allow for full integration with Taleo Recruiting, Taleo Onboarding and ultimately, the Commonwealth's HR system (HR/CMS).

ODEO Reporting System (HR Analytics)

The Commonwealth's current Diversity Data Mart application no longer meets our business needs. We have replaced this application with Oracle's HR Analytics, an enterprise business intelligence reporting tool. A soft launch was implemented on October 8, 2014. A full launch is planned in November 2014. HR Analytics will allow the Diversity Officers at each agency to gather information from the Commonwealth's HR system (HR/CMS) and allows agencies to run a full suite of delivered reports.

HR Analytics

Currently the HR community uses the Commonwealth Information Warehouse as a reporting tool for HR and Payroll information. This data is not dynamic and does not have analytic functionality that allows agencies to identify reporting patterns and trends. HR Analytics will allow HRD and agencies to tightly integrate and support statewide performance management initiative with detailed information on employee, supervisor group and management group performance levels. HR Analytics will also provide robust information to assist agencies in managing absenteeism. Of particular interest is the ability to proactively monitor FMLA in an effort to return employees to work more quickly while ensuring compliance. The ability to quickly produce absenteeism trends will also promote more proactive management of abuse. HR Analytics will have a significant impact on our ability to monitor overtime in near real time, allowing for swift intervention to mitigate increased spending when spikes occur.

Measure Descriptions

GOAL	MEASURE	DESCRIPTION
Increase Participation in Professional Development Opportunities	Number of participants in instructor-led professional development programs offered by HRD	This measure tracks employee participation in a wide range of in-person professional development opportunities.
	Number of participants who take eLearning professional development programs offered by HRD	This measure tracks employee participation in a wide range of online professional development opportunities.
	Percentage of employees participating in professional development programs offered by HRD	This measure tracks the percentage of employees participating in professional development programs offered by HRD in a given reporting period.
	Number of managers who apply for the Commonwealth Management Certificate Program (CMCP)	This measure tracks the number of managers who apply for the Commonwealth Management Certificate Program (CMCP), a seven day certificate program designed to build skills and competencies in areas such as leadership, problem-solving, team-building and collaboration.
	Percentage of managers who have completed the Commonwealth Management Certificate Program (CMCP)	This measure tracks the % of managers who complete the Commonwealth Management Certificate Program (CMCP), a seven day certificate program designed to build skills and competencies in areas such as leadership, problem-solving, team-building and collaboration.
	Number of supervisors who apply for the Commonwealth Supervisor Certificate Program (CSCP)	This measure tracks the number of supervisors who apply for the Commonwealth Supervisory Certificate Program (CSCP). CSCP is focused on building skills and competencies in the areas of communication, team-building, managing change, leveraging the talent, knowledge and skill of a diverse staff, supervising a multi-generational workforce and problem-solving/judgment. Percentage figures are not available as HRD systems do not capture total number of supervisors.
	Percentage of managers who participate in at least one professional development program (either instructor-led or eLearning) that supports an effective performance planning and evaluation process	This measure tracks manager training in the Commonwealth's Achievement and Competency Enhancement System (ACES) and Employee Performance Review System (EPRS) supporting an effective performance

GOAL	MEASURE	DESCRIPTION
Increase Participation in Professional Development Opportunities		planning and evaluation process for employees.
	Average percent compliance with administrative mandatory training requirements, excluding diversity	This measure tracks the average percent compliance of executive branch employees in completing mandatory training requirements. Diversity requirements are tracked separately.
	Course satisfaction ratings	This measure tracks the ratings on surveys by participants of the WEP, CMCP, CSCP, and other HRD-offered training programs/courses.
Enhance Recruitment and Retention	Number of people who participate (based on number of citation winners) in Performance Recognition Program	The measure tracks participation in the Performance Recognition Program. This program formally recognizes state employees or groups of employees who demonstrate exemplary leadership, innovation and dedication to their work, concern for the public trust, a commitment to excellence and an extraordinary work ethic.
	Number of salary collision instances per fiscal year	This measure tracks the number of salary collision instances in the Executive Branch. A salary collision is any time a manager's salary is lower than that of his/her non - management subordinate.
	Percentage of executive branch union employees covered by a current collective bargaining agreement within approved parameters	This measure tracks the percentage of executive branch union employees covered by a current collective bargaining agreement within approved parameters. Approved parameters ensure that collective bargaining agreements are fiscally sustainable.
	Percentage of designated HR community that has completed workforce planning training	This measure tracks the percentage of senior HR professionals identified as business partners to agencies, as designated by the Secretariat HR Director, who have completed training in workforce planning.
	The percentage of new employees still working in Executive Branch agencies three years after their hiring date	This measure tracks retention of Executive Branch employees over time and allows HRD to evaluate the effectiveness of its retention strategies.

GOAL	MEASURE	DESCRIPTION
Enhance Recruitment and Retention	Percentage of managers who have complied with performance planning and evaluation Achievement and Competency Enhancement System (ACES) requirements	This measure tracks compliance with the state's performance evaluation system ACES.
Create Efficiencies Through Reduced HR Transaction Costs and Transaction Completion Times	Average Civil Service Unit Response Times (in days) for referrals/certifications	This measure tracks the response time of the Civil Service Unit to Municipal Appointing Authorities to process their requests for Civil Service certifications (Lists).
	Average Civil Service Unit Response Times (in days) for applicant inquiries	This measure tracks the Civil Service Unit's response time to applicant inquiries related to Civil Service topics i.e., scores, exam locations, etc.
Enhance Workplace Diversity	Percentage of Vietnam Era Veterans in Executive Branch workforce	This measure tracks the percentage of Vietnam Era Veterans in the Executive Branch workforce. The percentage should mirror the Commonwealth's population.
	Number of complaints received under resolution process under EO526	This measure tracks discrimination complaints under the process established by EO526. EO526 prohibits discrimination and mandates affirmative action to ensure equal opportunity for people with disabilities by the Executive Branch of the Commonwealth. Although the goal is for this number to decrease, with better communication people may feel safer to submit complaints, in which case the number of complaints may actually rise.
	Percent of employees in compliance with diversity eLearning training	This measure tracks compliance in a variety of diversity eLearning courses including Disability Awareness, Domestic Violence/ Sexual Assault and Stalking Awareness, Sexual Harassment Prevention, Workplace Violence Prevention, Conflict of Interest and Information Security Practices.

GOAL	MEASURE	DESCRIPTION
Enhance Workplace Diversity	Percent of managers in compliance with diversity instructor-led training	This measure tracks compliance in a variety of diversity classroom courses including Disability Awareness, Domestic Violence/ Sexual Assault and Stalking Awareness, Sexual Harassment Prevention, Workplace Violence.
	Percentage of women in Executive Branch workforce	This measure tracks the percentage of women in the Executive Branch workforce. The percentage should mirror the Commonwealth's population.
	Percentage of Minorities in Executive Branch workforce (minority is being used here to refer one or more of the following groups of individuals: African Americans, Asians, Hispanics, Native Americans/Alaskan Natives, and Native Hawaiians/Pacific Islanders)	This measure tracks the percentage of minorities in Executive Branch Workforce (refers to one or more of the following groups of individuals: African Americans, Asians, Hispanics, Native Americans/Alaskan Natives, and Native Hawaiians/Pacific Islanders) in the Executive Branch. The percentage should mirror the Commonwealth's population.
	Percentage of persons with disabilities in Executive Branch workforce	This measure tracks the percentage of persons with disabilities in Executive Branch workforce. The percentage should mirror the Commonwealth's population.
Improve Customer Service to Executive Branch Agencies Through Collaboration and Innovation	Number of workers' compensation related injuries across all agencies	This measure tracks the number of workers compensation related injuries handled by the Human Resources Division (HRD). HRD handles workers' compensation claims for all Executive Branch agencies, excluding the State Police.
	Number of workers' compensation lost time claims for all agencies	This measure tracks the number of lost time workers' compensation claims for all Executive Branch agencies. A lost time claim is a workers compensation injury claim that is greater than five working days.
	Total indemnity and medical payments made on behalf of workers' compensation claimants	This measure tracks the cost associated with work-related injuries, including direct payments to claimants as well as claimants' medical costs.
	Number of labor arbitration cases	This measure tracks the number of cases the HRD Legal Unit is able to schedule. It is in the interest of the Commonwealth and the Union to schedule cases as soon as possible. The longer it takes to schedule a case, the greater the potential back pay amount.

GOAL	MEASURE	DESCRIPTION
Improve Customer Service to Executive Branch Agencies Through Collaboration and Innovation	Average call wait times (in seconds) by customers calling the Employee Service Center (ESC)	This measure tracks the average amount of time between when a call enters the queue until it is answered by an ESC agent. The goal is that the wait time will not exceed 2 minutes 90% of the time.
	Average percent of password reset and e-mail updates that are processed by the ESC within 1 day	This measure tracks response time of the ESC for password resets and employee requests for email updates. The goal is a 98% response within one day for password resets and email updates.
	Average percent of requests that are not password reset and email update requests that are processed by the ESC within 1 day	This measure tracks response time of the ESC for all other transactions outside of password resets and email update requests. The goal is a 75% response within one day and 90% within 3 days for inquiries and requests.
	Percentage of Employee Service Center (ESC) customers rated experience as good to excellent	This measure tracks customer satisfaction with ESC. HRD's aim is for 80% of customers to rate their experience as good to excellent.
Improve Communication by Leveraging the Resources of HRD and Executive Agencies and HR Departments	Number of visits to the HRD website	This measure tracks the total number of times the HRD website was visited during the reporting period.
	Number of unique visitors to the HRD website	This measure tracks the number of unique visitors to the HRD website during the reporting period.
	Percentage of feedback reporting a positive experience using website	This measure tracks customer satisfaction with the HRD website.

Noteworthy Changes, Additions or Deletions

Deleted Measure	Reason for Deletion
Average Civil Service Unit Response Times (in days) to legislative or municipal inquiries	Delete measure due to lack of ability to measure
The number of HR and Payroll transactions that are manually processed at the Department level	Delete measure due to lack of ability to measure
Percent of diversity candidates referred who receive 1st interviews	Delete measure due to lack of ability to measure
Percent of diversity candidates referred who receive 2nd interviews	Delete measure due to lack of ability to measure
Percent of diversity candidates hired	Delete measure due to lack of ability to measure
Number of diverse candidates participating in Commonwealth Diversity Fellows Program (CDFP)	Delete measure due to lack of ability to measure